STATEMENT OF WORK
ADVISORY AND ASSISTANCE SERVICES
FOR THE USAFE AIR OPERATIONS CENTER

1.0   DESCRIPTION OF SERVICES.

1.1   Purpose:

The purpose of this Task Order (TO) Statement of Work (SOW) is to provide advisory and assistance services (A&AS) support for the Air Operations and Space Center (AOC) under the United States Air Forces in Europe (USAFE) Third Air Force.

1.2   Scope:

This task order defines all aspects of support required to operate USAFE's Falconer weapon system to include, but not limited to requirements, manpower, training, policy, procedures, operations concepts, instructions, tactics, techniques and procedures (TTP), operational information and databases, operations, mission execution, system/computer engineering and configuration management, resource management (money and manpower), information management and sharing (web page maintenance), integration activities (requirements, resources and systems), relationships and liaisons.

1.2.1   603d Air Operations and Space Center (603d AOC)

The 603d AOC at Ramstein Air Base (AB), Germany, is the core unit of USAFE's AOC and is specifically trained and equipped to plan, coordinate, control, and execute air and space operations. The AOC provides operational-level Command and Control (C2) of air and space forces as the focal point for planning, directing, and assessing air and space operations. The AOC is organized in 5 divisions:

•   Strategy Division: concentrates on long-range planning of aerospace and information operations to achieve theater objectives by developing, refining, disseminating, and assessing the Joint Force Air Component Commander (JFACC) aerospace strategy. The Strategy Division produces the Joint Air Operations Plan (JAOP) and the Air Operations Directive (AOD).

•   Combat Plans Division (CPD): applies operational art to develop detailed execution plans for aerospace operations. The end result is the publication and dissemination of a daily Air Tasking Order (ATO). The Combat Plans Division produces the ATO, Special Instructions (SPINS), the Joint Integrated Prioritized Target List (JIPTL), the Target Nomination List (TNL), the Master Air Attack Plan (MAAP), Airspace Control Plan (ACP), Airspace Control Order (ACO), Air Defense Plan, Tactical Operations Data, and the Operational Tasking Data Link.

•   Combat Operations Division (COD): responsible for monitoring and executing the current ATO (i.e. today's war). Timely coordination between the Combat Operations Division and tasked Wing Operations Centers (WOCs) is essential to the conduct of effective, efficient aerospace operations. The Combat Operations Division is responsible for ATO/ACO changes after publication.

• Intelligence, Surveillance and Reconnaissance (ISR) Division: responsible, in conjunction with the CPD and COD, for planning and executing airborne ISR operations and providing combat ISR support to aerospace planning, execution and assessment activities. ISR Division produces the Reconnaissance, Surveillance, and Target Acquisition (RSTA) Annex, updated Intelligence Preparation of the Battlefield (IPB), and Intel Summary.

• Air Mobility Division: plans, coordinates, tasks, and executes the theater air mobility mission. Reports to the AOC Director to provide integration and support for all air mobility missions. The AMD will task intra-theater air mobility forces through wing and unit command posts when those forces operate from permanent home bases or deployed locations and maintain an acute awareness of the AEW, Aerospace Expeditionary Groups, or WOC.

• 603d Air Communications Squadron (ACOMS): The 603d ACOMS is responsible for supporting all communication requirements within the AOC. This includes installation and maintenance of hardware and software as well as integration of internal and external agencies.

1.2.2   AOC Primary Systems

HQ USAFE/A3YC has a requirement for systems engineering, technical support, and management assistance of implementation activities for USAFE AOC systems and related USAFE C4I systems. AOC systems include but are not limited to the following

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• Theater Battle Management Core System (TBMCS),

• C2 Information Processing System (C2IPS)

• Global Decision Support System (GDSS)

• GDSS II

Related systems include but are not limited to the following:

• Global Command and Control System (GCCS)

• Global Command Support System (GCSS), Global Broadcast System (GBS)

• USAFE Personal Computer-Integrated, Imagery, and Intelligence (PC-I3) system

• Air Force Mission Support Systems (AFMSS)

• Joint Mission Planning System (JMPS)

• NATO Integrated Command and Control (ICC)

• NATO Air Command and Control System (ACCS)

• Tactical Aircrew Scheduling and Airspace Management System (TASAMS)

Additional requirements include limited technical and managerial assistance with emerging/innovative systems and technologies (e.g. Advanced Concept Technology Demonstrations [ACTD], Air Force Battlelab initiatives, etc.) and technical assistance to manage, implement, standardize, and coordinate AOC functional area manager (FAM) responsibilities and Spiral Development Integrated Product Team (SDIPT) activities in support of the USAFE AOC weapon system.

The 603d AOC is also responsible for support to external users of AOC systems and functions at the force, wing and squadron level within the USAFE Area of Operations (AOR), to include USEUCOM, 3d AF staff, and operating wings within the 3d AF.

1.3   Skill Capabilities:

1.3.1   Intelligence Systems and Technical Support

1.3.1.1 Computer/System Engineering and Configuration Management

1.3.1.1.1 AOC Configuration Management

The contractor shall provide support of Enterprise Integration Management and configuration control of the USAFE AOC Weapon System. In support of this requirement, the contractor shall support up to two concurrent taskings or activities.

The contractor shall ensure that the configuration of the AOC system is known at all times and that system status is reportable at all times. The contractor shall identify and maintain cognizance over the installed USAFE AOC weapons system baseline. This activity shall consist of creating AOC weapons system architecture, AOC Weapons System Configuration Management Policies, configuration inventories, and coordinating and supporting the AOC Configuration Management process.

The contractor shall develop and manage the process for reviewing, approving and implementing changes to the AOC systems in conjunction with the System Program Office (ESC/OC2SG) Hanscom AFB and Langley AFB). The system configuration shall be managed to the computer subcomponent level (e.g. network card, hard disk drive), software application level (e.g. Theater Battle Management Core Systems (TBMCS), Air Order Data Base (AODB) and electronic cryptographic key/key management software), communication subcomponent level (e.g. power supply, antennas, cryptographic equipment, and operating system software) and facility feature level (e.g. power/heating/cooling, floor loading, physical layout, etc.) for the current compound (Bldgs 93, 95, 96, 97, 98, 100 and 543) and future facilities. The contractor shall produce a monthly configuration report (see para 2.0).

The contractor shall use industry best practices to manage the AOC configuration. The contractor shall participate in all USAFE AOC related configuration panels and change boards. The contractor shall generate all reports and documentation needed to communicate AOC system configuration and status. The contractor shall report system compliance with downward-directed HQ USAFE, Air Force and joint-level programs directives to meet weapon system requirements.

The contractor shall provide support to on-site installation of AOC baseline and non-baseline systems/components.

The contractor shall provide execution management support to HQ USAFE/A3Y. Execution management shall ensure that the myriad of ongoing activities within the USAFE C2ISR management domains are performed in accordance with the execution direction. This execution management is to ensure program plans are aligned with the approved capabilities structure, provide a common architectural context, track execution through status reporting, and control changes through certification and configuration control.

The contractor shall assist in the preparation of staffing documents (e.g., bullet background papers, briefings, memorandums, staff summary sheets) addressing issues and concepts such as system lifecycle support, system integration, and configuration management for the AOC weapons system.

The contractor shall assist in the development and update of AOC-based documentation and publications and the HQ USAFE/A3Y Web site.

.Must have configuration management experience of a large system of systems. Experience of systems engineering and information assurance is desired.

The AOC portion of the CM position is mission essential and deployable.
Minimum-security requirement for contractors supporting this requirement is TS/SCI.

1.3.1.1.2   AOC Systems Operations, Integration and Engineering Support

The contractor shall provide technical support for all AOC servers, computer, network and communications systems including AOC systems and networks. The contractor shall assist Government system and network administrators to support network and system operations, system engineering and local support for AOC systems. In addition, the contractor shall assist Government agencies to identify and evaluate existing and future systems that are or could be integrated into, accessed from, or demonstrated from computer systems within or supporting the AOC. The support shall incorporate planning, integration, installation, and testing for the unclassified, secret, and top secret/sensitive compartmented information (TS/SCI) mission systems.

The contractor shall assist the Government staff to ensure the AOC systems are operationally ready for all exercise and training events, correct any associated AOC database and connectivity problems prior to exercises, analyze identified system or network problems, to troubleshoot, isolate faults, assist in diagnosing computer system failures. The contractor shall assist the Government in documenting corrective actions that were taken to resolve system trouble calls. The contractor shall assist the Government to elevate identified problems to the AOC systems Theater Support staff or Tier 2 if the trouble ticket is not resolved within 4 duty hours. The contractor shall assist to analyze operational requirements and make recommendations/proposals for incorporating requirements and systems (current and future) into the AOC operational and baseline structure. The contractor shall assist the 603d AOC to manage AOC system local-area-

networks (LANs), the TBMCS Boundary Security System (BSS). The contractor shall propose and implement approved solutions to problematic systems/subcomponents that contribute to substantial downtime/system non-availability or consume an inordinate amount of time or money to keep functional.

The contractor shall provide system administration and advanced troubleshooting support for unclassified, and secret mission systems. System/network administration includes configuration control, operation, cryptographic, and maintenance assistance for the current computer/communications systems and for the four communications networks (consisting of the unclassified, secret/US only, secret/releasable NATO, and US TS/SCI local area networks) within the AOC, and the Presentation Projection Systems (PPS). The contractor shall have general familiarity with the various application packages used within the AOC, in order to demonstrate utility to operations, provide familiarization training, and determine whether systems are functioning properly and be STU III and STE knowledgeable.

The contractor shall assist Government agencies to provide Systems Engineering (SE) technical services to include the design, recommendations, and implementation of complex hardware and or software solutions of multiple operating systems to maximize intelligence system capabilities. The contractor shall also provide technical services to include systems management, interoperability, configuration and operational capability and limitations, basic Commercial Off The Shelf (COTS) software integration, and provide site surveys as directed. The contractor shall perform system management duties on intelligence systems such as FalconView, Command & Control Personal Computer (C2PC), IntelOffice, Geospatial Product Library (GPL), Image Product Library (IPL), Interim Targeting Solution (ITS), and Secure Internet Protocol Routed Network (SIPRNET).

The contractor shall assist in responding to routine requests for support such as: establishing and maintaining system user accounts, configuring file permissions, and print queues; loading and configuring software updates and patches; performing system backups; evaluating user problems; and evaluating system and network operating problems.

The contractor shall document system availability and operator up-time in an as needed report. All measures taken to ensure system availability shall be documented. Any recommendations for system improvement or policy/procedure change shall be documented in the as needed report.

Contractor shall provide systems engineering support for Intelligence related systems. The contractor shall provide Systems Engineering (SE) technical services to include the design, recommendations, and implementation of complex hardware and or software solutions of multiple operating systems to maximize intelligence system capabilities. The contractor shall also provide technical services to include systems management, be knowledgeable in system interoperability, configuration and operational capability and limitations, basic COTS software integration, and provide site surveys as directed.

The contractor will provide Solaris Unix and Windows Active Directory 2000+ system administration and management for all the various systems and servers within the AOC.

Non-TBMCS Support:
Contractor will provide server, user, and data, administration for the following applications:

InfoWorkSpace (IWS) and mIRC server
Joint Automated Deep Operations Control System (JADOCS)
Interim Targeting Solution (ITS) (as it pertains to the TBMCS MIDB)
Image Product Library (IPL).
GALE-LITE
Joint Weather Information System (JWIS)
Portable Flight Planning Software (PFPS) (FalconView, etc along with the GPL tie ins)
Modernized Integrated Database (MIDB) to Interim Targeting Solution (ITS) connectivity
IntelOffice
Space Battle Management Core System (SBMCS)

TBMCS Support:
Contractor will provide support to the US and NATO Force Level Theater Battle Management
Core Systems (TBMCS-FL) as well as TBMCS-AOC integration and interoperability.
Specifically, TBMCS support includes user management and training, network management,
Oracle, Sybase and LDAP database management, OS management, Exchange server
management, email and AMHS (IRIS) messaging management, Windows Active Directory
enterprise domain administration, joint service application interoperability and integration (Army
systems), WEBLOGIC server administration, Plumtree Portal management administration,
Common Client administration, and management of all internal TBMCS applications.

The contractor will be versed in the operation and administration of the internal TBMCS
applications to include, but not limited to:
Theater Air Planner (TAP)
Execution Management Replanner (EMR)
Execution Status and Monitoring (ESTAT)
Master Air Attack Planner Tool Kit (MAAPTK)
IRIS Automated Message Handling System (AMHS)
        Also IRIS Interoperability with Army (TAIS, AFATDS, AMDWS) and Sim systems
        (AWSIM, PTT)
Web Based Airspace Deconfliction (WEBAD)
Airlift Import (ALI) (Air Mobility Division C2IPS and GDSS/GDSS2 interface within TBMCS)
Joint Targeting Toolkit (JTT)
ATO/ACO Tool (AAT)
TBMCS Utility for Configuration (TUC)
Defense Information Infrastructure Common Operating Environment (DII COE)
        User Profile Management (UPM)

The contractor will also provide user training and support when needed on all internal TBMCS
applications.

**Contractor positions supporting this requirement are mission essential and deployable.
Minimum-security requirement for contractors supporting this requirement Secret/TS/SCI**

1.3.1.1.3   Information Assurance

The contractor shall provide technical expertise to support the integrity and operation of the AOC systems and networks in accordance with Air Force Instruction (AFI) 33-204 "Information Assurance (IA) Awareness Program." The contractor shall support those operations that protect and defend information and information systems and ensure their availability, integrity, authentication, confidentiality, and non-repudiation. The contractor shall review and make recommended improvements to policies and procedures for identifying, controlling, and protecting unauthorized (accidental or intentional) disclosure, modification, or destruction of information or denial of service.

The contractor shall support the definition, approval and implementation of system/information security policy. The contractor shall analyze (theory, testing, software engineering, and validation and verification) and assist the government in the preparation of new or updated DOD Information Technology Security Certification and Accreditation Process (DITSCAP) System Security Authorization Agreement (SSAA) packages for USAFE AOC systems by generating discrete portions of DITSCAP documentation package regarding confidence measures necessary to gain designated accreditation authority (DAA) approval for AOC systems document in a System Security Accreditation Agreement (SSAA). Manage and report to AOC leadership on AOC security posture, reflecting all IA disciplines. Facilitate USAFE/DAA approval (Certificates to Operate) of all AOC systems. . Contractor shall be fluent in DoD IA certification and accreditation processes.

The contractor shall observe and assist with security accreditation testing, document security issues, recommend security enhancements, and assist the USAFE CSS to maintain and update security data, policies and procedures for USAFE AOC systems.

In support of this requirement, the contractor shall support up to two (2) concurrent taskings or activities

Contractor positions supporting this requirement are mission essential and deployable. Minimum-security requirement for contractors supporting this requirement is TS/SCI.

1.3.1.2 Training

1.3.1.2.1   Intelligence/Surveillance/Reconnaissance Division (ISRD) Training

The contractor shall construct and maintain training plans for the Intelligence, Surveillance, Reconnaissance (ISR) division (ISRD) and ISR teams (analysis, correlation and fusion; ISR strategy, plans and Processing, Exploitation and Dissemination (PED) management; targets/Battle Damage Assessment (BDA) as well as Information Operations Division (Offensive and Defensive Ops team and the Perception team) within USAFE's AOC in accordance with Air Force Instructional Systems Development processes (AFH 36-2235, Vol 11) and applicable Air Force Instructions (AFI). Links training plans to meet AFI 13-1 Vol I, multiple intelligence Air Force Specialty Codes (AFSCs) Career Field Education and Training Plans (CFETPs) and USAFE AOC standards. The contractor is responsible for overall maintenance of ISRD and Information Operations Support Team (IOST) personnel's AF Form 797s (six-part training

folders). The contractor shall assist in the development of USAFE AOC standard operating procedures (SOP) and AOC tactics, techniques and procedures (TTP). Works with HQ USAFE/A3Y to schedule ISRD personnel for formal AOC training and HQ USAFE/A2 for formal intelligence training courses. Attends AOC/intelligence training conferences on behalf of the AOC commander. The contractor shall also assist the IOST training function, and other AOC division training functions as directed to ensure overall mission readiness of the 603d AOC.

Contractors must have significant experience in formal training processes, and an appreciable understanding of how a Falconer weapon system functions., with emphasis on ISRD operations.

Contractor positions supporting this requirement are mission essential and deployable Minimum security requirement for contractors supporting this requirement is TS/SCI.

1.3.1.2.2   Other 603d Air and Space Operations Center (AOC) Training

The contractor shall construct and maintain training plans for divisions within USAFE's AOC in accordance with Air Force Instructional Systems Development processes (AFH 36-2235, Vol 11) and applicable Air Force Instruction(s) (AFI). Links training plans to meet AFI 13-1 Vol. I, multiple intelligence AFSCs CFETPs and USAFE AOC standards. Responsible for overall maintenance of personnel's AF Form 797s (six-part folders). The contractor shall assist in the development of USAFE AOC standard operating procedures and AOC tactics, techniques and procedures. The contractor works with HQ USAFE/A3Y to schedule AOC personnel for formal AOC training and attends AOC training conferences on behalf of 603d AOC/CC.

Contractor must have significant experience in formal training processes, and an appreciable understanding of how a Falconer weapon system functions.

Contractor positions supporting this requirement are mission essential and deployable.

Minimum security requirement for contractors supporting this requirement is Secret.

1.3.1.3   Operational Support

1.3.1.3.1   Exercise Planner

The contractor shall provide USAFE AOC exercise and training support: Provide guidance, advice, and technical assistance in the development of operational plans and orders and time-phased forced deployment data (TPFDD) to support exercises. Provide analyses for specific exercises, participate in all planning conferences, prepare decision briefs as required, provide structure and guidance information to AOC divisions participating in exercises and keep the AOC/CC informed of all developments and provide assistance during the execution of exercises. Specific duties may include scenario development, coordination of national agency support before and during exercise execution, production of exercise materials, operational and tactical

materials and inputs, and the development of intelligence and battle damage assessments for participants. Provide over-the-shoulder instruction to AOC leaders (e.g., AOC Director, Division/Team Chiefs) during exercises and other training events. Advise/assist warfighters in AOC activities, such as JAOP/ACP/ADP/AOD development, joint targeting, Master Air Attack Planning, Combat Execution, and assessment. Advise/assist staff principals in AFFOR HQ staff operations/plans staff activities such as force requirements; force flow, joint reporting system, and C2 center operations. Represents the AOC/CC at Joint Exercise Life Cycle (JELC) planning events and conferences.

Contractor shall have extensive experience in exercise and real-world air operations planning, with emphasis on theater-level command and control. Contractor will have significant experience in the air strategy process. Formal AOC FTU training is preferred. Experience in joint/coalition operations is also desired.

.**Contractor positions supporting this requirement are mission essential and deployable Minimum-security requirement for contractors supporting this requirement is Secret.**

1.3.1.3.2   AOC Communications Support, Joint Interface Control Officer (JICO)

Engineering Support: The contractor shall advise and assist in design and implementation of communication/computer architectures to support AOC interfaces with other USAFE or stateside agencies. In addition, the contractor shall identify and evaluate existing and future systems that are (or could be) integrated into, accessed from, or demonstrated by the AOC computer systems. Such systems include, but are not limited to, the Master Battle Planner (MBP), the Automated Mission Entry System (AMES), the Satellite and Missile Analysis Tool (SMAT), and Theater Battle Management Core Systems (TBMCS). The support shall incorporate planning, integration, installation, and testing.

CCB and Exercise Support: The contractor shall support the future development of the AOC by assisting in the Configuration Control Board. The contractor shall provide technical and administrative assistance documenting the AOC's configuration control board.

The contractor shall provide technical and integration support for up to two large scale exercises (e.g., TRAILBLAZER, UNION FLASH), up to four smaller scale exercises (e.g. COMMEXs), and any contingencies.

Net Admin & System Support: The contractor shall provide system administration and advanced troubleshooting support for unclassified, secret, and Sensitive Compartmented Information (SCI) mission systems in the AOC. The system administration shall include configuration, operation, interface, cryptographic, and maintenance assistance for the current computer/communications systems. Such systems include, but are not limited to, the four communication networks within the AOC (consisting of the unclassified, secret US only, secret Rel NATO, and SCI LAN's); and the C4I mission systems (consisting of I3, GCCS, MSTS, GIAC, ADSI, and TBMCS). The contractor shall have general familiarity with the various application packages used within the AOC, in order to demonstrate utility to operations, provide familiarization training, and

determine whether systems are functioning properly. This work, including any troubleshooting and system fix actions, shall be documented in the contractor's monthly project status report.

JICO—Exercise Planning Support: The contractor shall provide functional support for Battle Management, Command, Communications, Control, Computers, Intelligence, Surveillance, and Reconnaissance/Joint Interface Control Officer (BMC4ISR/JICO) processes at designated AOC locations or designated work locations within USAFE. In support of this requirement, the contractor shall support up to one (1) concurrent activity at a time. The contractor shall assist the 603d   AOC to coordinate the BMC4ISR/JICO exercise planning process and issues with EUCOM, USAFE, WPC, SETAF, 3AF, 16AF, NATO, Coalition partners, joint units, and other organizations as specified by the 603d   AOC. The contractor shall assist the 603d   AOC action officers, with exercise planning activities and be able to "step-in" in any phase of the exercise planning process and represent the 603d   AOC on BMC4ISR/JICO issues.

JICO—Architecture Planning Support: The contractor shall assist in the planning of BMC4ISR/JICO architectures to support the 603d AOC exercises, contingencies, crises and interfaces with other USAFE, NATO, coalition, joint, or stateside agencies. The contractor shall assist in the development of BMC4ISR/JICO requirements and planning documentation such as Operational Requirements Documents, Operations Task Link, Tactical Operational Data, Special Instructions to the ATO, and Air Control Order. The contractor shall support Joint Interface Control planning, employment, and operations. The contractor shall identify and evaluate existing and future systems that are (or could be) integrated into, accessed from, or demonstrated by the AOC BMC4ISR/JICO TOOLSET systems. The contractor shall review BMC4ISR/JICO requirements documents, planning documents, technical specifications, architecture proposals, test plans, training plans, and fielding plans for technical adequacy and command/mission suitability.

JICO—Training Support: The contractor shall provide staff support development and implementation of initial and sustainment BMC4ISR/JICO training strategies necessary to advance the quality of expertise required by advanced BMC4ISR/JICO systems and emerging expeditionary air operations development.
The contractor shall review BMC4ISR/JICO training documentation, make training recommendations, and coordinate training implementations. The contractor shall analyze and evaluate existing training capabilities, propose future courses of action to increase mission readiness of core cadre and BMC4ISR/JICO systems functional users, and to increase resource utilization and training effectiveness.

Position is mission essential and deployable.
Minimum-security requirement for contractors supporting this requirement is TS/SCI.

1.3.1.3.3   Information Operations Training and Support)

The contractor shall construct and maintain training plans for the Information Operations Team (IOT) covering all areas of Information Operations including Electronic Warfare, Network Warfare Operations and Influence Operations within the USAFE AOC in accordance with

applicable Air Force Instructions (AFI) and Air Force Handouts (AFH), as well as coordinate training with the USAFE AOC's training section. The IOT training plan should be in accordance with AFI 13-1 Vols 1 & 3, AFTTP 3-3.60, and specific USAFE AOC guidance and standards. The contractor is responsible for overall maintenance of IOT personnel's AF Form 797s (six-part training folders). The contractor shall assist in the development of USAFE AOC standard operating procedures (SOPs) and AOC tactics, techniques and procedures (TTPs). The contractor shall work with HQ USAFE/A3Y to schedule IOT personnel for formal AOC training and with 39 IOS for Information Operations Integration Course enrollment. The contractor shall attend AOC training conferences on behalf of the commander. Contractor shall have significant experience in formal training processes, and an appreciable understanding of how a Falconer weapon system functions, with emphasis on Information Operations.

The contractor shall effectively manage Joint and USAF IO programs: integrate all aspects of IO into the IOT to include recommended courses of action, concepts, policy and doctrine, and integrate these tenets into exercises and operations at the operational and tactical level of warfare; define requirements and conduct assessments of operational capabilities of IO programs including conducting operational analysis of IO during AOC operations; conduct an on-going analysis of IO specialist training requirements for exercise and other training opportunities, with particular emphasis on systems capabilities for the purpose of achieving operational Information Superiority during exercise or real-world operations; monitor real-world operations and training exercises for lessons learned in applying IO capabilities, and incorporate the lessons learned into the training plan; provide recommended courses of action and schedules for effective program management, perform "lessons learned" analyses, identify functional shortfalls and deficiencies, and manage existing and proposed IO programs modifications and upgrades; provide expert analysis and recommendation to NAF on development, procurement, and employment of IO systems; perform cost analysis and feasibility studies and provide cost estimates for program and alternative solutions; support and attend reviews, working groups and other meetings and briefings related to program management; provide direct technical assistance in all activities required for successful completion of the IOT mission.
Contractor must have significant experience in formal training processes, and an appreciable understanding of how a Falconer weapon system functions., with emphasis on Information Operations processes

Contractor positions supporting this requirement are mission essential and deployable.

Minimum-security requirement for contractors supporting this requirement is TS/SCI.

1.3.1.3.4   Interim Targeting Solution Operation

The contractor shall support website & database development, and maintenance within the Intelligence Community and provide system administration support of an AOC web-based targeting application. Key duties include: website design and management; requirements analysis; database programming; installation of software versions; installation of software patches fielded by the Program Management Office (PMO); troubleshooting software- and hardware-related problems; performing software and hardware configuration upgrades;

configuring and troubleshooting database connectivity with the Theater Battle Management Core System ISD server using a Sybase database; supporting ad-hoc integration development and database connectivity issues with various AOC applications, such as Master Air Attack Plan (MAAP) Toolkit (MTK), Image Product Library (IPL), Automated Deep Operations Coordination System (ADOCS/JDOCS), Personal Computer Integrated Imagery and Intelligence (PC-I3), Automated Mission Report (MISREP) Toolkit (AMT), Interim Targeting Solution (ITS) and the follow-on, Joint Targeting Toolkit (JTT).   The contractor shall provide training for unit members on functions of and using software. The contractor shall have training and/or experience in web and database languages/protocols to include, but not limited to, Hyper Text Markup Language (HTML), Extensible HTML (XHTML), Extensible Markup Language (XML), Extensible Stylesheet Language (XSL), XSL Transformation (XSLT), ColdFusion Markup Language (CFML), Active Server Pages (ASP), JavaScript, Perl, Simple Object Access Protocol (SOAP), and Structure Query Language (SQL).   The contractor shall also have significant experience in Falconer AOC ISRD operations.

Contractor positions supporting this requirement are mission essential and deployable Minimum-security requirement for contractors supporting this requirement is TS/SCI.

1.3.1.3.5   Information Management and Web Page Development/Maintenance

The contractor shall provide technical support for AOC web-based applications and/or web-accessed servers under the direct control of ACOMS/AOC system administrators and be knowledgeable about LANs, WANs, networked attached storage, backup and restore concepts, network operating systems to include Microsoft Server 2000+ and Active Directory. The contractor shall assist Government system and network administrators to support web-based and/or web-accessed servers. In addition, the contractor shall identify and evaluate existing and future systems that are or could be integrated into, accessed from, or demonstrated from computer systems within or supporting the AOC. The support shall incorporate planning, integration, installation, and testing for the unclassified, secret, and top secret/sensitive compartmented information (TS/SCI) mission systems.

The contractor shall assist the Government staff to ensure the AOC web-based and/or web-accessed servers are operationally ready for all exercise and training events, correct any associated AOC database and connectivity problems prior to exercises, analyze identified system or network problems, to troubleshoot, isolate faults, assist in diagnosing computer system failures. The contractor shall assist the Government in documenting corrective actions that were taken to resolve system trouble calls. The contractor shall assist the Government to elevate identified problems to the AOC systems Theater Support staff or Tier 2 if the trouble ticket is not resolved within 4 duty hours. The contractor shall assist to analyze operational requirements and make recommendations/proposals for incorporating requirements and systems (current and future) into the AOC operational and baseline structure. The contractor shall assist the 603d AOC to manage AOC web-based applications and servers such as: Microsoft Sharepoint, Microsoft Server operating system with extensive Microsoft Integrated Information Server (IIS) experience, Microsoft SQL Server, Oracle, and Remedy.

The contractor shall be an experienced programmer in the following languages and have extensive web development expertise: Active Server Pages (ASP) .NET and Javascript.

Minimum-security requirement for contractors supporting this requirement is Secret.

1.3.1.3.6   TBMCS Database Manager

The contractor shall be responsible for the daily update of the TBMCS databases to include the Oracle-based Air Order Database (AODB).   The contractor will be proficient with the use of the Unix database system and all of the operations- and plans-oriented functions within TBMCS as well as the web-based interface with the unix system. They must be able to trouble-shoot errors with the various databases and assist AOC members with the utilization of those databases. The contractor will provide training and exercise support, as well as real-world support. They will be familiar with the basic functions of a Falconer weapon system and how those functions utilize TBMCS. The contractor will assist in coordinating efforts to integrate TBMCS with other non-US systems such as NATO's ICC system. They will coordinate with AOC Systems Operations, Integration and Engineering team as necessary for sysad support.
The contractor SHALL:
- o   Have extensive experience with the ATO development process
- o   Have extensive knowledge of ATO Production using TBMCS 1.1.3
- o   Be able to troubleshoot ATO publishing problems
- o   Be able to interface TBMCS with MAAP Toolkit (MAAPTK)

**Contractor position supporting this requirement is mission essential and deployable
Minimum-security requirement for contractors supporting this requirement is Secret.**

1.3.1.4   Other Support

1.3.1.4.1   Requirements and Operations Concept Support

The contractor shall assist in managing, implementing, standardizing, and coordinating AOC Spiral Development Integrated Product Team (SDIPT) activities. These AOC SDIPT activities include: AOC Weapons System requirements definition, baseline change management, Spiral/Increment/Block baseline/prioritization, planning, system evaluation and testing, and sustainment analysis. The contractor shall participate in SDIPT meetings, requirements meetings, and working group meetings that support AOC integration with USAFE AOC C4I systems. In support of this requirement, the contractor shall support up to one concurrent tasking or activity.

The contractor shall assist HQ USAFE/A3YC with periodic reviews of the Command and Control Requirements Identification Database (C2RID) and make recommendation for review, approval, and prioritization.

The contractor shall assist HQ USAFE/A3YC by developing updates to the USAFE AOC Systems Road Map. The USAFE AOC Systems Road Map shall identify shortfalls, gaps, redundancies, and outyear program resources, make recommendations to fill gaps and shortfalls and to eliminate redundancies in the capabilities of USAFE. The contractor shall incorporate changes resulting from system upgrades, interim systems, new or emerging systems, deficiencies of existing systems, and unit mission changes. In some cases, access to this data will require the contractor to visit USAFE units.

The contractor shall assist HQ USAFE/A3YC by incorporating validated requirement changes received from Electronic Systems Center (ESC), Air Force Command and Control Intelligence, Surveillance, and Reconnaissance Center (AFC2ISRC), Pacific Air Forces (PACAF), Air Combat Command (ACC), or related agencies and into the USAFE AOC Systems Road Map.

The contractor shall assist HQ USAFE/A3YC by developing USAFE AOC Systems Road Map briefings for the AOC Force/Unit-level Working Groups, the AOC Steering Group, or other briefing requirements, when requested.

The contractor shall assist HQ USAFE/A3YC to develop and/or coordinate Concepts of Operation (CONOP) and Concepts of Employment (CONEMP) documents related to C2 and AOC functions; develop/coordinate methodology and procedures to exercise/validate existing CONOP and CONEMP documents supporting AOC and/or C2 Above Wing Level (C2AWL) requirements; integrate AOC systems, processes, and procedures with related C2AWL requirements; and develop long-range plans for acquisition, integration, and employment of deployable AOC systems to meet operational requirements throughout the USAFE area of responsibility.

The contractor shall support base-lining, standardization, modernization, and sustainment of the USAFE AOC weapon system and maintain metrics for status reporting to USAF and CAF commanders on AOC capability and funding.

When requested, the contractor shall participate in or lead cross-functional process action teams, and coordinate proposals and planning efforts with organizations including the USAFE Numbered Air Forces (NAF) and wings, United States Air Force (USAF), and Joint Staff. The contractor shall assist in coordinating with USAFE units/organizations to validate USAFE AOC manpower, and system requirements needed to meet stated of the USAFE AOC mission objectives.

Minimum-security requirement for contractors supporting this requirement is Secret.

1.3.1.4.2   Theater Air Control Systems Integration and Support

The contractor shall provide personnel with functional expertise in support of Theater Air Control Systems (TACS) issues. In support of this requirement, the contractor shall support up to one concurrent tasking or activity.

The contractor shall assist HQ USAFE/A3Y in managing TBMAOC and TACS programmatic issues and requirements for the Directorate of Operations and shall provide systems functional

assessments and document operational concepts and architectures, integrate operational processes, develop logistics support concepts, and operational strategies for USAFE AOC and TACS systems such as TBMCS and associated NATO command and control systems.

The contractor shall assist in the integration of AOC and TACS systems exercises for wing and MAJCOM level training exercises and facilitate interoperability with NATO C2 systems.

The contractor shall assist in the preparation of staffing documents (e.g., bullet background papers, briefings, memorandums, staff summary sheets) addressing AOC and TACS system requirements for manning, training, exercises, and programmatic issues and concepts such as system lifecycle support, system integration, and training support.

Contractor positions supporting this requirement are mission essential and deployable. Minimum-security requirement for contractors supporting this requirement is Secret.

1.3.1.4.3   HQ ACC Liaison

The contractor shall provide personnel with functional expertise in tactical and operational command and control to represent the 603 AOC at HQ ACC, AFC2ISRC, ESC, and Air Staff as appropriate. The liaison shall be very experienced with Air and Space Operations Center (AOC) requirements, operations concepts, systems, resources (money and manning), organizational structures, key decision makers, issues and challenges, training, deployments, relationships and future plans. In addition, the liaison shall have a thorough understanding of other C2 elements of the Tactical Air Control System, with specific emphasis on Control and Reporting Centers (CRC), Air Support Operations Center (ASOC) and Tactical Air Control Party operations (TACP). The level of understanding should be such as to know touch points with the AOC, general CONOPS and CONEMPS applicable to the CRC's, ASOCs, TACP's as well as equipment, manpower and training issues as they relate to USAFE units.

The liaison will routinely interface with the AOC CAF lead (ACC/A3C) and monitor and report on CONOP/CONEMP development, policy and guidance, training, CAF budgetary issues, ARC augmentation support and other issues as they relate to USAFE interests. The liaison will interface routinely with ACC/A3C readiness personnel to ascertain changes in policy and or tasks regarding AEF rotational requirement, deployments, as well as UTC developments and represent USAFE positions during ensuing discussions. The liaison will report issues of concern to USAFE/A3Y as required.

The Liaison shall attend the AOC Sustainment Working Group (SWG), Requirements Working Group (RWG), and Integrated Product Team (IPT) conferences as directed. When designated, the liaison will represent USAFE interests at said conferences and working groups. Additionally, when USAFE AF personnel attend these working groups/conferences, the liaison will provide direct support to those personnel as required. The liaison will attend the AO level C2GOSG agenda development meetings with AFC2ISRC/A3Y, AF/A3OY, and ACC/A3C. The liaison will support USAFE/A3Y efforts to prepare senior officers attending the C2GOSG, and will provide direct support to those attending, as requested

Because the 603d AOC is the senior element of USAFE's TACS, the liaison shall attend the CRC Requirements Working Group (RWG) and the Requirements Review Board (RRB) and represent USAFE interest as required. The liaison shall attend appropriate portions of the Realistic Training Review Board (RTRB) held periodically at Langley AFB. The liaison shall attend the Joint Close Air Support (JCAS) conference as directed by USAFE/A3Y.

The liaison shall interface with ACC/A3Y on other elements of the TACS (airborne and ground) and report changes in requirements, operations concepts, systems, resources (money and manning), organizational structures, key decision makers, issues and challenges, training, deployments, relationships and future plans to USAFE/A3Y.

The liaison shall report all relevant AOC issues to the 603d AOC/CC at least monthly.

The liaison shall interface with the AFC2ISRC/A3Y personnel on issues relating to the fielding of new AOC systems and the sustainment of existing systems. The liaison shall routinely interface with ACC/A8C on issues relating to fielding of new systems to the CRC's, ASOC's and TACP's , as well as, the sustainment and/or upgrade of existing systems. The liaison shall attend such meetings/working groups as appropriate that shall support the development/ sustainment of aforementioned weapons system. An example of such meetings is the CAFROCC or the war fighter Urgent Capability Needs (WUCN) request discussions.

The liaison shall review new CONOPS/CONEMP, policy and guidance correspondence on all elements of the TACS and provide comment as appropriate to USAFE/A3Y. The liaison shall provide feed back to USAFE/A3Y on all issues of interest to USAFE. Feed back will be in the form of Trip reports, formal meeting minutes, or informal email or telecom feed back. Liaison will develop staff correspondence, as directed by ACC/A3Y.

Minimum-security requirement for contractors supporting this requirement is Secret.

1.3.2. Management Assistance:

1.3.2.7 Travel

All travel required in support of this SOW is cost-reimbursable to the contractor by the Government. The Government will approve contractor-provided Letters of Identification (LOI) for all travel prior to the contractor traveling. No single contractor employee will be required to spend more than 30 calendar days in the Continental United States (CONUS) during the Period of Performance (PoP), with the exception of the HQ ACC Liaison position. Additionally, no single contractor employee will be required to spend more than 70 consecutive calendar days in a temporary duty (TDY) status or be requested to support more than 90 total calendar days TDY during the PoP. All travel requirements will be provided in writing by the QAP to the contractor and will allow a minimum lead-time IAW the following table:

Duration of TDY in Days	Minimum Lead Time Notification
1 – 2 business days	3 business days
3 – 7 business days	7 business days

More than 7 business days	14 business days

1.4   Personnel Labor Categories:

Same as basic contract for Germany (Zone 1). The contractor shall provide a team of individuals with the requisite knowledge and expertise to perform the duties delineated in this SOW.

2.0   SERVICE DELIVERY SUMMARY.

Performance Objective	SOW para	Performance Threshold
Configuration Management	1.3.1.1.1	AOC configuration control process (CCP) developed and executed with 80% of changes implemented per CCP timelines AOC system configuration and readiness known and reportable with 95% accuracy. Monthly Configuration Report delivered by the 5th day of the month with 95% accuracy.
Systems Operations, Integration and Engineering Support	1.3.1.1.2	AOC TBMCS and other systems functional 75% of the time or, problem(s) identified with a fix and estimated repair time 20% of the time. AOC operator on-line (logged in, information available (database and networks) and applications working) 95% of the time. AOC classified systems available 95+% of the time. AOC unclassified systems available 90% of the time. System Information Attack Report delivered by the 5th day of the month with 95% accuracy.
Information Assurance	1.3.1.1.3	Security patches for operating systems, applications and networks installed prior to required implementation dates established by AFCERT – 100% System accreditation accomplished within CCP timelines 90% of the time
ISRD Training	1.3.1.2	95% of 603d ISRD/ AOC SOPs and TTPs developed, documented and current (annual review). Courseware developed and current with ISRD/ AOC SOPs and TTPs. 85% of ISRD/ AOC personnel trained. 100% of AOC personnel records (AF 797) accurately reflect intelligence/operations training.
Other 603d AOC Training	1.3.1.2.2	95% of 603d AOC SOPs and TTPs developed, documented and current (annual review). Courseware developed and current with AOC SOPs and TTPs. 85% of AOC personnel trained. 100% of AOC personnel records (AF 797) accurately reflect division-appropriate

		training
Exercise Planner	1.3.1.3.1	95% of plans, orders and TPFDDs developed and reviewed in time to support exercises. Ensure exercises are optimized to meet AOC objectives.
Information Operations Training and Support	1.3.1.3.3	IOST systems operational 95% of the time. 95 % of IOST personnel trained and certified.
Interim Targeting System	1.3.1.3.4	100% support AOC mission with ITS.
Info Sharing/Web Page	1.3.1.3.5	All unclassified and classified web pages current (99% current) and AFI compliant (100%)
TBMCS Database Manager	1.3.1.3.6	TBMCS Database 95% accurate. MAAPTK able to interface with databases 95% of the time. 100% of ATO publishing errors resolved.
Requirements Support	1.3.1.4.1	95% of briefings and background papers for USAFE AOC requirements, operation concepts, resourcing, systems, schedules (training and operations), roadmaps (way aheads) and architectures are current.
HQ ACC liaison	1.3.1.4.3	95% of briefings and background papers for USAFE AOC requirements, operation concepts, resourcing, systems, schedules (training and operations), roadmaps (way aheads) and architectures are current. USAFE positions are current at ACC and ACC impacts to USAFE AOC are communicated with 24 hours.
PARTS Report	1.3.9	95% accuracy of yearly expenditures in a Program Analysis and Resource Tracking System. 90% on time delivery of report not later than the third working day of each month, for data through the end of the previous month.
Staff Note	1.3	95% completion within 7 working days after completion of analysis. NTE 5 pages, NTE 3 total per calendar month.
Technical Note	1.3	95% completion within 14 working days after completion of analysis. NTE 25 pages, NTE 5 total per calendar month.
Analysis Document	1.3	95% completion within 30 working days after completion of analysis. NTE 25 pages, NTE 1 total per calendar month.
Presentation Materials	1.3	95% completion within 14 working days after completion of analysis. NTE 10 pages, NTE 5 total per calendar month.

3.0   GOVERNMENT FURNISHED PROPERTY AND SERVICES

3.1   Government Furnished Property (GFP): Same as basic contract. The government will provide the facilities, equipment, and training necessary to perform the tasks stipulated in this TO SOW. Facilities include office space in both classified and unclassified facilities. Equipment includes computers (classified and unclassified), desks, chairs and access to printers, unclassified and classified networks, copy machines, classified destruction equipment, telephones (secure, Defense Service Network [DSN], commercial access capabilities), facsimile machines (secure, DSN, and commercial access), and basic office supplies. Training includes all required orientation, certification and familiarization training on tools and processes employed in USAFE's AOC, that is not specified as experience required for the work to be done iaw the SOW..

3.2   Government Furnished Services: Same as basic SOO.

4.0   GENERAL INFORMATION

4.1   TO procedures: Same as basic contract.   The government Functional Director (FD) is responsible to monitor contractor compliance with the provisions of this TO, assist in resolution of conflicts in work schedules with the organizations, and serve as the approval authority for all associated support and deliverables. The Quality Assurance Personnel (QAP) are responsible to inspect and accept contractor technical performance of the tasks stipulated in this TO.

4.1.1   Technical Evaluation: Same as basic SOO

4.1.2   TO: A FFP non-personal services TO shall result from this SOW, using the appropriate CLINs set forth under the contract pricing schedule.

4.1.3   Performance period: The initial Period of Performance (PoP) was 26 April 2004 – 25 April 2005. Subsequent PoPs will be identified in the modifications to this task order.

4.1.4   Hours of Performance: Same as basic contract. Standard work hours are Monday-Friday, 0800 hrs – 1700 hrs under non-crisis conditions, inclusive of a one-hour lunch period. The QAP/AQAP and the PM/TL shall coordinate on split shifts and flexible scheduling requirements due to exercises and contingencies. With prior notice, the contractor may be required to work on the following United States (US) Federal Holidays: New Year's Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, and Christmas Day if mission dictates. The contractor shall provide two-week notice of all planned absences. The contractor shall notify the COR within two hours of unplanned absences due to illness or other reasons. The contractor shall work any non-standard workweek at no additional cost to the US Government. Under national crisis conditions, contractor shall remain on site to support mission requirements and work extended work week hours due to mission exigencies, pursuant to para 8.0 and/or para 9.0 below.

4.1.5   Place of Performance: USAFE AOC, Ramstein AB, Germany or other as authorized. The TO tasks require travel to other Outside the Contiguous United States (OCONUS) and CONUS locations for periods of TDY in support of the taskings in Paragraph 1.3 and subparagraphs, and IAW travel CLIN 0004 of the basic contract.

4.1.6   Logistical Support: Same as basic contract for Zone 1.

4.1.7   Applicable documents: The Government will provide access to all reference materials and systems required by the contractor to perform the work within the scope of this TO SOW.

4.2   Quality Control Program/Quality Control Plan (QCP): Same as basic contract.

4.3   Performance Management: Same as basic contract.

5.0   ASSOCIATE CONTRACTOR RELATIONSHIP: RESERVED

6.0   SECURITY REQUIREMENTS: IAW the basic SOO and contract. In addition, all contractor personnel working in the HQ USAFE complex shall be required to obtain and display a compound access badge.

7.0   PARTNERING AGREEMENT: RESERVED

8.0   MISSION ESSENTIAL: Same as the basic SOO and IAW para 9.0 below.

9.0   PERFORMANCE OF SERVICES DURING CRISIS DECLARED BY THE NATIONAL COMMAND AUTHORITY OR OVERSEAS COMBATANT COMMANDER: All contractor services identified in this SOW are essential for performance during crisis declared by the National Command Authority or Overseas Combatant Commander and/or during wartime or contingency operations, pursuant to clause 5352.215-9101 of the basic contract. The government shall notify the contractor in writing when such a crisis is declared and contractor performance is required, including contractor hours of operation.

Special Notes: On 1 Nov, 2005, the 32nd AOG re-organized into the   603dAir Operations Center (AOC) which incorporated all of the units within the AOG. On 1 Dec 06, the 603dAOC was redesignated the 603d AOC. There are numerous changes in this revision to reflect this change.

The 603d ACOMS is a new unit which was formally the communications flight of the 32nd AOS. While the ACOMS is not formally under the AOC, their sole purpose is to support the 603d AOC and the 3d AF.

The term TBM (Theater Battle Management) has been replaced with "AOC" when referring to AOC systems for clarity. The term TBMCS (Theater Battle Management Core Systems) is still valid and refers to this formally named system which is the primary core system of the AOC.

The AOC Mobility Integration Support position has been deleted from this contract.

The AOS Comms Support JICO position and the Theater Air Control Systems Integration and Support position will be deleted from this contract beginning 03 Feb 07.

A new position titled "TBMCS Database Manager" has been added with a PoP start date of NET 01 Mar 07